

MAY 27 '15 AM 8:40

Received by
Uxbridge
Town Clerk

TOWN OF UXBRIDGE
21 S. MAIN STREET, UXBRIDGE, MA 01569
BOARD OF SELECTMEN/WATER & SEWER COMMISSIONER'S MEETING MINUTES
BOARD OF SELECTMEN'S MEETING ROOM
MONDAY, MAY 11, 2015 – 6:00PM

Present: Chair Jennifer Modica, Vice Chair/Clerk Jeff Shaw, Selectman Peter Baghdasarian, Selectman Tim Rice and Selectman Lance Anderson. Also present Town Manager David Genereux and Administrative Assistant Tracey Ante.

I. CALL TO ORDER

1. Announcements – Thank you to the Department of Conservation and Recreation and all the volunteers who participated in the Downtown Clean-Up Day. It was a great success. Town Meeting is Tuesday, May 12, 2015. The Election is Tuesday, May 19, 2015. All are encouraged to attend. Ms. Modica thanked Mr. Rice for his service to the Town of Uxbridge.
2. Citizen's Forum – No one wished to be heard.

II. NEW BUSINESS

1. High School, Quaker Highway – approve commitments/transfers – closeout project
MOTION: I, Mr. Anderson, move that the Board approve the Project Funding Agreement – Budget Revision Request #22 and authorize the Chair to sign. Seconded by Mr. Shaw, the motion carried 5-0.
2. Planning Board members - comments on Excavation Bylaws – Mr. Joe Leonardo, Chair of the Planning Board discussed the revisions put forth by the Planning Board for town meeting. Discussion ensued. It was noted that the next agenda topic is for the Board to consider forming a Bylaw Review Committee and that the Selectmen will serve on this committee. Mr. Leonardo would like to participate in these meetings/discussions. In light of these discussions, the Planning Board will recommend the article be passed over at town meeting. The Board will review and make recommendations to this bylaw at a future meeting.
3. Establish Bylaw Committee pursuant to Town Charter – The Board discussed establishing a Bylaw Committee pursuant to the Town Charter. **MOTION: I, Mr. Baghdasarian, move that the Board establish a Bylaw Review Committee for the purpose of reviewing the town's bylaws. The committee will consist of the members of the Board of Selectmen. Seconded by Mr. Shaw, the motion carried 5-0.**
4. Speaker – Memorial Day Parade – Mr. Shaw will speak at the Memorial Day Parade.

III. OLD BUSINESS

1. Comprehensive Wastewater Management Plan (CWMP) – The Town Manager advised the Board that he has several issues with the Board voting on this agenda item at this time. There are two questions for the Board to address. #1 Should the town continue to take septage and #2 How should the recommended plan be financed? He has several meetings scheduled with state and local officials to discuss any state/federal financial support that may be obtained for the project. Final costs still need to be determined. Mr. Genereux will update the Board at their next scheduled meeting. No votes or action was taken.

2. Town Manager Review – Board Members discussed their evaluations of the Town Manager (attached to the minutes). Mr. Anderson gave a positive verbal evaluation. He will provide a written response, The Board will discuss compensation at their next scheduled meeting.

IV. MEMBER ISSUES

Town Meeting ending time – There was general discussion on the town meeting ending time. No action was taken.

Annual License Renewals – Mr. Baghdasarian recommended that the annual license renewals be renewed automatically annually as this is an administrative function. This will be placed on the next scheduled meetings agenda.

V. TOWN MANAGER

The Town Manager touched base on the following topics:

- Economic Development Utility Interviews conducted including BJ's & McDonalds representatives
- Update Freight Rail Project – meeting with CMRPC
- Conducted Veteran Agent Interviews

The Town Manager thanked the Board for their evaluations. As always, any members with any questions, comments or concerns are always welcome.

VI. MEETING MINUTES

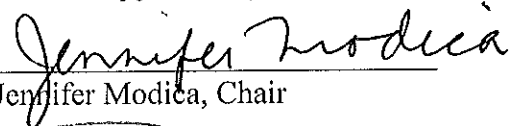
4/27/15 Meeting Minutes – **MOTION: I, Mr. Shaw, move that the Board approve the 4/27/15 Meeting Minutes. Seconded by Mr. Rice, the motion carried 5-0.**

VII. ADJOURNMENT: NEXT REGULAR SESSION BOS MEETING, TUESDAY 5/26/15 - 6PM

Ms. Modica adjourned the meeting at 7:22pm.

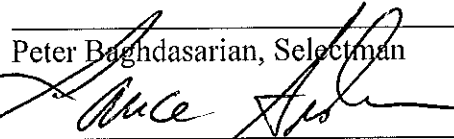
Minutes respectfully submitted by, Tracey Ante.

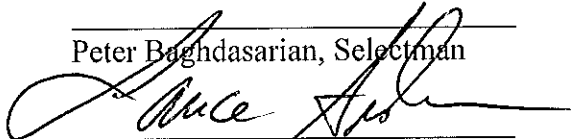
Minutes approved by Board of Selectmen:


Jennifer Modica, Chair


Jeff Shaw, Vice Chair/Clerk

Tim Rice, Selectman


Peter Baghdasarian, Selectman


Lance Anderson, Selectman

Date: 5/26/15

Paramaz Baghdasarian CLU, ChFC

67 Johnson Rd.
Uxbridge, MA 01569
508.278.3810

Discussion
BOS mtg
5/11/15

Manager evaluation

It is a given that David works hard and long, that he is dedicated, responsive, etc. I look at things as an engineer looking for things that I should not see; sounds that are out of tune; and vibrations that I should not feel.

The job of the manager is specified in the Charter, "*The town manager is responsible to the people of Uxbridge and is charged with providing for the efficient, effective and economical operation of all government agencies and personnel under the control and supervision of the town manager.*"

To date, none of the five managers have met that standard. Managers tend to favor the wants of department heads at the expense of taxpayers. Every manager produced a budget which automatically raised taxes David has followed that pattern (with the acquiescence of a majority of the board).

The Manager appoints most committee members but generally neglects to provide much needed instruction as to the limits of authority. As a case in point, The "sign off" sheet requires a visit to the Conservation Commission **FOR ANY DIGGING**, The conservation has no authority beyond the 100' wetland or 200' riverfront area.

The Planning Board required a solar company to place land not used for the solar farm **to be placed under conservation restrictions** – which is clearly illegal, such a requirement amounts to a taking.

The survey regarding extension of water and sewer to some or all of 146A was poorly written and provided very little in the way of usable information. Hiring GHD and RKG is a complete waste of money.

Examples of bad management: Spending \$12,000 for smoke detectors in a fire station which will be demolished, \$30,000(?) on new compressor, air tanks & horn only to decide that the fire horn is no longer needed (this mind set predates David).

The appointment of our current Building Inspector is an unmitigated disaster by any measure. When, at a BOS meeting I raised the subject of complaints I have been receiving (which continues), every other board member echoed my comments. To then make Scott full time and "facilities manager" is beyond my comprehension.

Years ago after Jeanne Lovett, our town accountant quit I was at a Finance Committee meeting and the subject of the new accountant came up – this was about 7 or 8 months after he was hired- David told the Finance Committee that he was doing a good job and he was pleased with his performance...a few weeks later the Police escorted the gentleman out of the town hall (it was known by many that he did not know what he was doing).

In David's defense, the Board of Selectmen have never given David (or previous managers) a clear understanding of what is expected from him, a direct result of a non-functioning board.

5/6/15

Town Manager Review

David has shown his ability to provide efficient and economical operation of the Government services under his control. He has worked hard to find new revenue sources to provide the funds that the different departments have requested for their operations. Although with limited resources he has had to prioritize which programs he believes are most important to the towns well being and put off some that are not as immediate. He does not seem to forget the other priorities but continues to plan how and when to fund them. I feel that his recent plan to provide safe communications for our police and fire departments as a priority, one that I share.

Working with the school department to be up front with the school department budget prior to TM: He has begun to establish a very valuable working relationship between the municipal and school department that will serve the town well over the years to come. By showing that the town and schools can work together will help convince parents that we do have a great school system that they will want to send children too. This will help to stop school choice out, saving the town money.

While it seems to be a challenge, David has begun to create an efficient permitting process for anyone wishing to build a business, building or home in town. As there are many hurdles involved in this process from land use, building codes, conservation issues, water & sewer hook ups. He has worked to streamline the process by hiring a competent building inspector capable of understanding the importance of all these and ensuring that it is done properly.

David has an open door policy; at anytime someone needs to discuss an issue he has made himself available to do so. Not all problems brought up are easily solved and some require time to consider and a plan to remedy in a proper way, however none are forgotten.

My dealing with David has always been positive and I consider him to be both competent and effective in all that he does.

Jeffrey L. Shaw

Review for Town Manager David Genereux

Submitted by Jennifer Modica, Chairman, Uxbridge Board of Selectmen
May 5, 2015

It has been a pleasure to work with Town Manager David Genereux since the BOS hired him a year ago. Eliminating the Financial Director position and having a TM who understands the budget and municipal/school finances has brought a new perspective to how things are being done in town and this is in line with the Charter stating the budget is the TM's. His communication with the school department has made for a balanced budget going into town meeting for the first time in several years. Contract negotiations with police and fire went smoothly because of his knowledge of the budget and where he had some flexibility. The town has seen more capital projects being done in the last year, several that had been on the capital plan for a long time.

I feel that David Genereux has met all the goals that we set forward to him last year, services are being provided to the people of Uxbridge with a budget that is lean and he deals well with issues as they come up. I hope that David will continue moving the town in the positive direction it is going, it is not easy to provide services with the regulations and unfunded mandates that the state and federal government have forced upon our town. I feel that David has done an exemplary job and I look forward to working with him in the coming year.

May 11, 2015

Evaluation of Town Manager, David Genereaux

During the past year David has displayed an ability to work hard, long hours with the intent to improve the town's financial integrity while working to maintain services to the community.

David's ability to work with the school department has shown fiscal responsibility and that the Town and school can work together to the benefit of the entire community.

I do not get the feel that the Town Hall has an open door policy. All doors should be open even though they are not directly involved with the public. Another issue that I have had for three years is the weekly warrant being assessable to the Board of Selectmen. That is finally available but I have to make an appointment to go to the cellar to view it gives me a feeling of hiding the candy.

Uxbridge still makes it difficult for permits and construction projects for the public, home owners and contractors. This is an area where board members get too many justified complaints. Something should be done and David is hesitant to be forceful with the personal involved. The DPW is a large department and one area where complaints come in from the public. This department needs to have a close watch on it, fiscal as well as work issues. I do not know how such a large department can be effective to the public on a 4 day work week. . Complaints are a good thing when everyone feels that the situation has been resolved in an appropriate manner instead of fear of retribution.

David has accomplished a lot in his short tenure. Hopefully he can continue to move the town forward financially as well as effective personnel management. He needs to be able to tell a department to do something.



Thomas Rice, Selectman



**TOWN OF UXBRIDGE
TOWN MANAGER**
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Uxbridge, MA 01569-1851
508-278-8600 Fax 508-278-8605
dgenereux@uxbridge-ma.gov

David Genereux
Town Manager

April 2, 2015

To: Board of Selectmen
From: David A. Genereux 
Town Manager

Re: Town Manager Review

I am pleased to offer this memorandum regarding the Town Manager's first year goals, as adopted by the Board of Selectmen on May 27, 2014. I understand that this matter will be taken up by the Board in April. The goals as put forward by the Board are listed below, with my comments

1. *Provide for the efficient, effective, and economical operation of all governmental agencies and personnel under the control of the manager* – During the course of FY 2015, Town operations have continued within budget. The Finance Director position has been eliminated without the replacement of staff, with those duties shared by the Town Manager and Town Accountant. Other significant accomplishments include:
 - Continuation of the Town's annual tax lien sale, with another sale scheduled in June
 - Completion of all budget and finance articles at the September Special Town Meeting in order to set the tax rate in a timely basis
 - Prepared Town Manager Capital Report
 - Completed water/sewer rate analysis and recommendations
 - Completed town meeting warrant preparation
 - Extensive review of Town MIIA insurance coverage
 - Conducted department head meetings
 - Upgrade of the Town's bond rating to AA+, due to strong budgetary flexibility, performance, liquidity and management conditions
 - Plans put in place for the disposal of surplus Town property and tax foreclosures
 - Plans for leasing of portions of two town-owned parcels for solar development
 - Procuring bids on same
 - Opened negotiations of solar PILOTs on public and private properties
 - Clean Energy – Commerce Drive
 - Clean Energy – Providence Street

East Light – Buxton Street
Blue Wave – Hazel Street
TBD – Sutton Street

- Settling of police and fire union contracts within existing budget
- Having the ability to pay for the snow and ice deficit from reserves
- Improving cash and receivables reconciliation process
- Planning with the Town Accountant to provide information to auditors for more timely audits next fiscal year
- Working with the Building Inspector to more effectively manage building issues, including Police Department HVAC, replacement of the boiler at the Uxbridge Public Library and repair of its fire escape, numerous insurance claims associated with the winter, including building/roof damage and ice dams
- Completion of various Town Hall maintenance projects
- Addressing IT infrastructure needs
- Conducted a water/sewer survey for 146A
- Performed economic development outreach to numerous corporations and other business
- Are participating in CMRPC freight project and mill redevelopment programs
- Settlement of the asbestos removal issue from 2013
- Working with the Uxbridge Public Schools to resolve common problems and strengthen our working relationship
- Obtained MIIA grant funding for training and a DPW trailer
- Obtained a CVS grant for medical box at PD
- Blackstone Heritage Corridor grant for new Town Hall sign
- Submission, for the first time in several years, of grant applications that remain pending under the Massworks program.
- Set up public donations ability on town website for various organizations
- Conducted meetings with state officials & various organizations
- Attended training sessions/conferences

A. The functions of every department need to be analyzed and listed as essential or discretionary, together with the resources devoted to each. Discretionary functions must be justified as to the importance of the “common welfare” of residents.

Attachment “A” lists all functions performed by the departments under my purview, along with the MGL law reference that supports the activity, and the recommended FY 2016 budget for that department. Some of the more obvious functions, such as “answering telephones” or “customer service” have been eliminated as they would be duplicative. Bear in mind that many of these activities are required by the Commonwealth, but not specifically listed in MGL, so in that case the most appropriate law reference was used.

As what will come as no surprise, with the exception of community outreach activity by police and fire, and notary service provided in some town offices, the only fully discretionary activities

remain the operation of the Senior Center and the Uxbridge Public Library. The combined FY 2016 cost of these two budgets is \$492,309, or 1.2% of the total FY 2016 operating budget. While these departments may not serve the common welfare of all residents, I believe that they do serve their constituencies well, and at a reasonable cost.

B. Functions mandated by state law which are overly burdensome to the Community should be brought to the attention of the Board of Selectmen and our state senator and representative.

Attachment "B" shows either unfunded or underfunded mandates that affect the Town. This is likely a partial list, but it identifies at forty-six separate mandates, from the cost of annual inspections to Chapter 70 to Prevailing Wage.

2. Provide an operating budget that properly provides for the maintenance of all town facilities, departments and infrastructure within existing resources.

The FY 2016 budget, at \$40,590,644 funds all operating budgets, including the Uxbridge Public Schools at a funding level that is sustainable, and does not require, for the first time in two years, a transfer from stabilization. The town capital fund has been reduced, because items that have traditionally been paid from that account, such as rolling stock and building maintenance, have been moved to the proper departmental operating budget.

Unfortunately, it is not possible to provide funding to address "all" (as stated in the goal) town facilities, departments, and infrastructure within existing resources (also known as within the tax levy), because the need is far too great.

A. Including a realistic capital plan, justified yearly

The Capital Planning Committee meets each December and forwards as list of proposed capital expenditures for the following fiscal year. The Manager has until January 31st to issue a capital planning memorandum. The Committee did not meet in December of 2014, or choose to update its recommendations. The FY 2016 memo was released on January 29, 2015. The FY 2015 Capital Committee recommendation totaled \$3,346,000.

Unfortunately, several new priorities that were discovered in FY 2015 were not contained in the Capital Committee's recommendation, including the HVAC issue at the Police Department, and the issues with the public safety communications equipment. Three items on the Committee's list were funded, two culverts, and the Library fire escape.

B. Identify areas of savings and potential budget busters

Savings:

- Town Manager – Reduced a modest \$1,472 or 0.878%
- Reserve Fund – Reduced \$69,600 or 48.09%, as police union contract settled
- BVT – Budget reduced \$60,035, or 3.561%, due to reduced enrollment
- Board of Health – Budget reduced \$6,469, or 8.21%
- Workers Comp – Budget reduced \$9,468, or 3.649%
- Municipal Capital – Budget reduced \$229,828, or 53.309% (This account was restarted in FY 2011, with \$100,000)

- Health Insurance – Budget increased by only \$147,901, or 2.860%, due to good claims experience and negotiation with carriers

Budget busters:

While many budgets are seeing significant increases, they are omitted from this list because their increase are due to settled union contracts, have had budget cuts restored, or are for maintenance items that have been underfunded for years. The budget areas with significant unanticipated increases are listed below:

- Technology – \$50,375 or 70.317% for new hardware and software support
- Land Use - \$21,577 or 87.37%, due to land use assistant position becoming full time
- Norfolk Agricultural - \$52,022 or 19.621%
- Retirement - \$129,2344 or 10.135%
- Electricity (Generally) – All budgets with electric accounts increased by 25%, due to anticipated cost increases in December, when the Town's contract with Constellation expires

3. Review permitting process for individuals and businesses to improve efficiency

I have been working with the Building Inspector on this particular goal. Shortly after the Inspector was hired, I directed him to meet with the other inspectors in the area to be sure that our process mirrored that of the other area towns. They now do, and the inspectors are in communications to keep the process uniform.

Furthermore, the Inspector and I met with local builders on a Saturday morning in November to discuss procedure and expectations that was well received.

Staff in the building, land use, and conservation departments are being cross trained so that they may be able to improve customer service and provide office coverage during staff vacations and sick days.

Finally, we are looking into purchasing of permitting software for use by all departments. We are down to a short list of two vendors, and expect to make a decision by July 1.

Final Thoughts:

I am pleased to have served the Town since March of 2006. I would like to thank the Board of Selectmen for promoting me to the post of Town Manager. This first year has been quite interesting and rewarding. I would like to state that it has been a pleasure to serve the Town in this capacity, and I am looking forward to continuing to do so in future years.

Please contact me with any questions.

Department Function Analysis

SERVICE PROVIDED	DEPARTMENT	Discretionary/Essential	JUSTIFICATION
Administration of the Government			
Establishment of Role	Board of Selectmen	Essential	MGL Chapter 41, Section 1 - Uxbridge Charter, Article 3, Section 2 (a)
Issue/renew licenses and permits	Board of Selectmen	Essential	Uxbridge Charter Article 3, Section 2 c
Appointment of Town Manager, Town Counsel & others	Board of Selectmen	Essential	Uxbridge Charter Article 3, Section 2 (d)
Initiate investigations	Board of Selectmen	Essential	Uxbridge Charter Article 3, Section 2 (e)
Implement policies and procedures	Board of Selectmen	Essential	MGL Chapter 41, Section 1
Act as water/sewer commissioners	Board of Selectmen	Essential	MGL Chapter 41, Section 1
Issue Town Meeting warrants	Board of Selectmen	Essential	Uxbridge Charter Article 2, Section 6
PROPOSED FY 2016 COST OF SERVICE - \$27,346			
Establishment of Role	Town Manager	Essential	Uxbridge Charter Article 4, Section 1
Efficient and economic operation of the Town	Town Manager	Essential	Uxbridge Charter Article 4, Section 1
Management and/or oversight/support of Town departments, boards and committees	Town Manager	Essential	Uxbridge Charter Article 4, Section 2 (a)
Appointing authority of various positions	Town Manager	Essential	Uxbridge Charter Article 4, Section 2 (b-c)
Administration of town personnel system	Town Manager	Essential	Uxbridge Charter Article 4, Section 2(d)
To fix the salaries of all town employees	Town Manager	Essential	Uxbridge Charter Article 4, Section 2(e)
To be responsible for all town buildings	Town Manager	Essential	Uxbridge Charter Article 4, Section 2(f)
to negotiate all contracts	Town Manager	Essential	Uxbridge Charter Article 4, Section 2(g)
To be responsible for the purchase and disposal of supplier, materials & equipment	Town Manager	Essential	Uxbridge Charter Article 4, Section 2(h)
To reorganize, consolidate or abolish town agencies	Town Manager	Essential	Uxbridge Charter Article 4, Section 2(i)
To coordinate the activities of all town agencies	Town Manager	Essential	Uxbridge Charter Article 4, Section 2(j)
To perform any other duties as required	Town Manager	Essential	Uxbridge Charter Article 4, Section 2(k)
Preparation and submittal of annual budget & budget message	Town Manager	Essential	Uxbridge Charter Article 6, Section 4 - 6
Preparation of annual Capital Plan	Town Manager	Essential	Uxbridge Charter Article 6, Section 8
Approval of warrants	Town Manager	Essential	Uxbridge Charter Article 6, Section 9
Coordination of Annual Town Report	Town Manager	Essential	
PROPOSED FY 2016 COST OF SERVICE - \$166,400			
Finance Department			
Appointment of Town Accountant	Accounting	Essential	MGL Chapter 41, Section 55
Accounts Payable; auditing of Department submissions	Accounting	Essential	MGL Chapter 41, Section 55
Accounts Payable; Compilation, checks, transfers, mailing	Accounting	Essential	MGL Chapter 41, Section 56
Accounts payables; final audit & signoff	Accounting	Essential	MGL Chapter 41, Section 56
Annual financial audit compliance	Accounting	Essential	MGL Chapter 41, Section 61
Budget monitoring & departmental support; education	Accounting	Essential	MGL Chapter 41, Section 58
Budget monitoring & departmental support; other depts.	Accounting	Essential	MGL Chapter 41, Section 58
Budget monitoring & departmental support; public safety	Accounting	Essential	MGL Chapter 41, Section 58
Budget monitoring & departmental support; public works	Accounting	Essential	MGL Chapter 41, Section 58
Cash receipt and collections audit	Accounting	Essential	MGL Chapter 41, Section 55
Check clearing, returned checks & AP inquiry	Accounting	Essential	MGL Chapter 41, Section 56
Financial systems training & support	Accounting	Essential	MGL Chapter 41, Section 57
IRS tax compliance audits & reporting	Accounting	Essential	MGL Chapter 41, Section 55
IT support, town hall upkeep & special projects	Accounting	Essential	Non-statutory
Monthly reports	Accounting	Essential	MGL Chapter 41, Section 55
Payroll audit & booking	Accounting	Essential	MGL Chapter 41, Section 55
Tax, waste, & utility receivable audit & booking	Accounting	Essential	MGL Chapter 41, Section 55
Audit & pay health, dental, life and other employee coverage	HR	Essential	Non-statutory
GASB 45 and MSB AAC report	HR	Essential	Non-statutory
HRA employee support and administration	HR	Essential	Non-statutory
Job postings, resume review, interview setup and departmental consultation	HR	Essential	Non-statutory
New hire consultation and enrollment, status & coverage changes, monitoring of deceased retirees and employees for un-enrollment and health/life insurance processing	HR	Essential	Non-statutory
Worcester Regional, MTA retirement reporting	HR	Essential	Non-statutory

Department Function Analysis

SERVICE PROVIDED	DEPARTMENT	Discretionary/Essential	JUSTIFICATION
Appointment of Treasurer/Collector	Treasurer	Essential	MGL Chapter 41, Section 1
Annual financial audit compliance	Treasurer	Essential	MGL Chapter 42, Section 55 & 58
Banking & cash reconciliation	Treasurer	Essential	MGL Chapter 41, Section 55 & 55A
Investment of Town Funds	Treasurer	Essential	MGL Chapter 44, Section 55B
Department cash receipts	Treasurer	Essential	MGL Chapter 41, Section 35
Payroll and tax disbursements	Treasurer	Essential	MGL Chapter 41, Section 41
Payroll management	Treasurer	Essential	MGL Chapter 149, Section 178B; MGL Chapter 175, Section 138A
Production & disbursement of payroll/AP checks	Treasurer	Essential	MGL Chapter 41, Section 52 & 56
box lien auction and land of low value	Treasurer	Essential	MGL Chapter 60, Section 5D, 6A-63, 76-80
Tax Title management	Treasurer	Essential	MGL Chapter 60, Section 5D, 6A-63, 76-80
Town hall upkeep and special projects	Treasurer	Discretionary	Non-statutory
Treasurer's cash book and QuickBooks reconciliation	Treasurer	Essential	MGL Chapter 41, Section 55 & 58
issuance of debt; annual reporting	Treasurer	Essential	MGL Chapter 44, Section 23, 24 & 28
Employee rate & deduction maintenance	Payroll	Essential	MGL Chapter 41, Section 41
Filing and reconciling	Payroll	Essential	MGL Chapter 41, Section 41
Monthly, quarterly state and federal reporting	Payroll	Essential	MGL Chapter 41, Section 41
Payroll system updates	Payroll	Essential	Non-statutory
Pre-retirement calculation and consultation	Payroll	Essential	Non-statutory
School payroll processing	Payroll	Essential	MGL Chapter 41, Section 41
Town payroll processing	Payroll	Essential	MGL Chapter 41, Section 41
Unemployment administration	Payroll	Essential	MGL Chapter 40, Section 3E
Workers compensation and injured on duty administration	Payroll	Essential	MGL Chapter 152 generally
Billing, administration and adjustments to accounts	Collector	Essential	MGL Chapter 60, Section 21
Collections and processing of 25,000+ annual bills	Collector	Essential	MGL Chapter 60, Section 2
Maintaining books and records	Collector	Essential	MGL Chapter 60, Section 6
Deposit and reconciliation	Collector	Essential	MGL Chapter 60, Section 7
Research & consultation for real estate attorneys & Owners for sales and transfers of property	Collector	Essential	Yea
Production of municipal lien certificates	Collector	Essential	MGL Chapter 60, Section 23
Place delinquent properties into tax file	Collector	Essential	MGL Chapter 60, Section 53 - 62
Processing of abatements in Collector's Books	Collector	Essential	MGL Chapter 60, Section 20
Verify tax status for permits	Collector	Essential	Unbridge General Bylaws, Chapter 133
Annual financial audit compliance	Assessors	Essential	Non-statutory
Annual tax rate setting	Assessors	Essential	MGL Chapter 59, Section 21
Filing & recordkeeping	Assessors	Essential	Non-statutory
Mapping & GIS updates	Assessors	Essential	Non-statutory
Processing abatements & exemptions	Assessors	Essential	MGL Chapter 59, Section 3
Property research & abutters information requests	Assessors	Essential	Non-statutory
Property review	Assessors	Essential	Non-statutory
Registry of Deeds updates	Assessors	Essential	Non-statutory
Review and process permit information from Building Department	Assessors	Essential	Non-statutory
Updates records in CAMA and VADAR	Assessors	Essential	Non-statutory
PROPOSED FY 2016 COST OF SERVICE - \$540,154			
Conducts annual town census	Town Clerk	Essential	MGL Chapter 51, Section 4
Prepares residence street list	Town Clerk	Essential	MGL Chapter 51, Section 4
Furnishes jury list to Office of the Jury Commissioner	Town Clerk	Essential	MGL Chapter 234+D67, Section 4

Department Function Analysis

SERVICE PROVIDED	DEPARTMENT	Discretionary/Essential	JUSTIFICATION
Oversees polling places, election officers, and conduct of all elections	Town Clerk	Essential	MGL Chapter 54
Directs preparation of ballots, polling places, voting equipment & lists	Town Clerk	Essential	MGL Chapter 54
Administers campaign finance laws	Town Clerk	Essential	MGL Chapter 54
Certifies nomination papers and initiative petitions	Town Clerk	Essential	MGL Chapter 54
Serves on Board of Registers	Town Clerk	Essential	MGL Chapter 54
Services voter registration and absentee ballots	Town Clerk	Essential	MGL Chapter 54
Prepares, records, and reports election results to Sec of State	Town Clerk	Essential	MGL Chapter 54
Issues licenses and permits	Town Clerk	Essential	Non-statutory
Issues Dog Licenses	Town Clerk	Essential	MGL Chapter 140, Section 147
Administers Open Meeting Law	Town Clerk	Essential	MGL Chapter 30A, Sections 18-25
Posts meeting notices of all governmental bodies	Town Clerk	Essential	MGL Chapter 41, Section 15
Clerk of Town Meeting	Town Clerk	Essential	Upbridge Charter Article 2, Section 9
Records and certifies appropriations	Town Clerk	Essential	MGL Chapter 40, Section 15A
Records and certifies official actions	Town Clerk	Essential	MGL Chapter 41, Section 15
Keeper of the Records for the Town	Town Clerk	Essential	MGL Chapter 41, Section 15
Administers Public Records Law	Town Clerk	Essential	MGL Chapter 66, Sec. 10
Certifies copies of all town records	Town Clerk	Essential	MGL Chapter 66, Sec 10
Records and preserves original birth, marriage & death certificates	Town Clerk	Essential	MGL Chapter 46 generally
Submits general and zoning bylaws to Attorney General's Office	Town Clerk	Essential	MGL Chapter 40, Sec. 32
Provides Notary services	Town Clerk	Discretionary	Non-statutory
PROPOSED FY 2016 COST OF SERVICE - \$132,190			
Establishment of Role	Planning Board	Essential	MGL Chapter 41, Section 81A
Powers and Duties	Planning Board	Essential	MGL Chapter 41, Section 81B
Assemble Master Plan	Planning Board	Essential	MGL Chapter 41, Section 81D
Official Maps; purposes; recodification	Planning Board	Discretionary	MGL Chapter 41, Section 81E - 1
Establishment and discontinuance of exterior lines and ways, Damages	Planning Board	Essential	MGL Chapter 41, Section 81J
Administration of Subdivision control laws	Planning Board	Essential	MGL Chapter 41, Section 81K - 81Z
Establishment of Role	Zoning Board of Appeals	Essential	MGL Chapter 41, Section 81Z, 81AA
Hears appeals of Building Department decisions and issues comprehensive permits	Zoning Board of Appeals	Essential	MGL Chapter 40A, Sections 14-16
PROPOSED FY 2016 COST OF SERVICE - \$46,299			
Administration of the Wetlands Protection Act	Conservation	Essential	WPA; MGL C31, S. 40
Public education and engagement	Conservation	Essential	WPA; MGL C31, S. 40
Open space management/maintenance of Ponds	Conservation	Essential	Town Meeting 3/12/76 Article 28
PROPOSED FY 2016 COST OF SERVICE - \$24,013			
Suppression and prevention of all disturbances and disorder	Police	Essential	MGL Chapter 41, Section 98
Suspect arrest and interview	Police	Essential	MGL Chapter 41, Section 98
Suppression and dispersment of unlawful assemblies	Police	Essential	MGL Chapter 41, Section 98
Protective Custody, housing, & medical of incapacitated persons	Police	Essential	MGL Chapter 111b, Section 108
Training In-service, including legal updates, defensive weapons, criminal & constitutional updates	Police	Essential	MGL Chapter 40, Section 36C
CPR & First Aid	Police	Essential	MGL Chapter 111, Section 201
Issuance of gun licenses and permits	Police	Essential	MGL Chapter 140, Section 131
School resource officer	Police	Discretionary	Non-statutory
Mobile data support	Police	Discretionary	Non-statutory
Motor vehicle lockout response	Police	Discretionary	Non-statutory
Emergency Management	Police	Discretionary	Non-statutory
Citizens Emergency Response Team	Police	Discretionary	Non-statutory

Department Function Analysis

SERVICE PROVIDED	DEPARTMENT	Discretionary/Essential	JUSTIFICATION
Citizen employment fingerprinting	Police	Discretionary	Non-statutory
Motor vehicle safety programs (seatbelt & car seat, bus etc.)	Police	Discretionary	Non-statutory
Traffic barrier and control support trailer (Community functions)	Police	Discretionary	Non-statutory
School intern training (HS & College)	Police	Discretionary	Non-statutory
Public Outreach (Seniors, business, social services & organizations)	Police	Discretionary	Non-statutory
Community caretaker issues (Special transport, housing issues, etc.)	Police	Discretionary	Non-statutory
Community notification programs (signboard, social network & web interfacing)	Police	Discretionary	Non-statutory
PROPOSED FY 2016 COST OF SERVICE - \$1,986,269			
Response, resolution of all fires and explosions, hazardous materials incidents, motor vehicle and industrial accidents, medical emergencies and natural disasters	Fire	Essential	MGL Chapter 148
Fire and explosion investigation	Fire	Essential	MGL Chapter 148, Section 2
Investigation of premises and alleys as to fire hazards	Fire	Essential	MGL Chapter 148, Section 5
Enforcement of fire regulations	Fire	Essential	MGL Chapter 148, Section 10
Issuance of permits, inspections, records, fees	Fire	Essential	MGL Chapter 148, Section 10A
Enforcement of regulations regarding blasting	Fire	Essential	MGL Chapter 148, Section 21
Fire warning devices, inspection and requirements	Fire	Essential	MGL Chapter 148, Section 26A through 1
Reports of violation of building laws	Fire	Essential	MGL Chapter 148, Section 28A
Providing inspectional services in interpreting and enforcing codes & ordinances	Fire	Essential	MGL Chapter 148
Public education through fire prevention programs and public health/emergency first aid and CPR programs	Fire	Discretionary	Non-statutory
PROPOSED FY 2016 COST OF SERVICE - \$651,154			
Appointment of inspector	Inspectional Services	Essential	MGL Chapter 143, Section 3; 3Y
Requirement of enforcement of State Building Code	Inspectional Services	Essential	MGL Chapter 143, Section 3A
Appointment of alternate inspectors	Inspectional Services	Essential	MGL Chapter 143, Section 3Z
Inspection of dilapidated buildings; determination of hazard; secure of premises and/or removal of building	Inspectional Services	Essential	MGL Chapter 143, Sections 6-14
Building permits for ten or more residential units; notice to local postmaster	Inspectional Services	Essential	MGL Chapter 143, Section 3X
Ducts of wine inspector	Inspectional Services	Essential	MGL Chapter 143, Section 3L
Ducts of gas inspector	Inspectional Services	Essential	MGL Chapter 143, Section 3O
Annual elevator inspection	Inspectional Services	Essential	MGL Chapter 143, Sections 6A/65
Continuing education for inspectors	Inspectional Services	Essential	MGL Chapter 143, Section 99
Enforcement of zoning regulations	Inspectional Services	Essential	MGL Chapter 40A, Section 7
Facilities maintenance supervisory duties	Inspectional Services	Essential	Per Town Manager
PROPOSED FY 2016 COST OF SERVICE - \$146,420			
Appointment of Animal Control Officer	Animal Control	Essential	MGL Chapter 140, Section 151
Inspection of Kennels; revocation, suspension, reinstatement of Kennel license; nuisance	Animal Control	Essential	MGL Chapter 140, Section 137C
Issuance of warrant to Office for unlicensed dogs; confinement and disposition	Animal Control	Essential - Not done	MGL Chapter 140, Section 151A
Annual Report	Animal Control	Essential	MGL Chapter 140, Section 152
Dangerous dog investigations	Animal Control	Essential	MGL Chapter 140, Section 165
Enforcement of all laws relating to the care, custody and control of other animals found at large	Animal Control	Essential	MGL Chapter 49, Sections 22-41
PROPOSED FY 2016 COST OF SERVICE - \$44,000			
Public Works			
Water Division (Enterprise)			
Drinking water production	Water Division (Enterprise)	Essential	Safe Drinking Water Act, M.G.L. Ch. 21G

Department Function Analysis

SERVICE PROVIDED	DEPARTMENT	Discretionary/Essential	JUSTIFICATION
Drinking water distribution & storage	Water Division (Enterprise)	Essential	Safe Drinking Water Act, M.G.L. Ch 21G
Provide for fire protection	Water Division (Enterprise)	Essential	Safe Drinking Water Act, M.G.L. Ch 21G
Cross Connection Control Program	Water Division (Enterprise)	Essential	Safe Drinking Water Act, M.G.L. Ch 21G
Water quality testing	Water Division (Enterprise)	Essential	Safe Drinking Water Act, M.G.L. Ch 21G
Hydrant flushing	Water Division (Enterprise)	Essential	Safe Drinking Water Act, M.G.L. Ch 21G
Flow testing	Water Division (Enterprise)	Discretionary	Non-statutory
Service line inspections	Water Division (Enterprise)	Discretionary	Non-statutory
Main tapping	Water Division (Enterprise)	Discretionary	Non-statutory
High Use/water quality complaints	Water Division (Enterprise)	Discretionary	Non-statutory
Hydrant use/bank filling	Water Division (Enterprise)	Discretionary	Non-statutory
Irrigation meter installation	Water Division (Enterprise)	Discretionary	Non-statutory
Dig safe program	Water Division (Enterprise)	Essential	Non-statutory
Water system billing	Water Division (Enterprise)	Discretionary	G.L. c. 44 § 53F/2
PROPOSED FY 2016 COST OF SERVICE - \$692,451			
Wastewater Division (Enterprise)			
Wastewater treatment (NPDES Discharge Permit)	Wastewater Division (Enterprise)	Essential	Clean Water Act
Wastewater collection system (NPDES Discharge Permit)	Wastewater Division (Enterprise)	Essential	Clean Water Act
Capacity Management Operation & Maintenance	Wastewater Division (Enterprise)	Essential	Clean Water Act
Wastewater system billing	Wastewater Division (Enterprise)	Essential	G.L. c. 44 § 53F/2
Dig safe program	Wastewater Division (Enterprise)	Essential	G.L. c. 82 § 40
Water system billing	Wastewater Division (Enterprise)	Discretionary	G.L. c. 85 § 16
Sludge Landfill Management	Wastewater Division (Enterprise)	Discretionary	MaDEP 310 CMR 19.00
PROPOSED FY 2016 COST OF SERVICE - \$1,230,276			
Highway & Parks Division			
Snow and Ice Maintenance	Highway & Parks Division	Essential	Non-statutory
Parks-Fields & Public Grounds Maintenance	Highway & Parks Division	Discretionary	Non-statutory
Tree Warden/Tree Management	Highway & Parks Division	Essential	MGL Chapter 41 (amendment 5-1082), 87; Chapter 330, 1699
Fleet Maintenance	Highway & Parks Division	Essential	Non-statutory
Roadway & Sidewalk Maintenance	Highway & Parks Division	Essential	MGL Ch 82 § 1, ADA & AAB Regulations
Roadway & Sidewalk Construction	Highway & Parks Division	Essential	MGL Ch 82 § 1, ADA & AAB Regulations
Bridge & Culvert Maintenance	Highway & Parks Division	Essential	MGL Ch 84 § 1
Bridge & Culvert Construction	Highway & Parks Division	Essential	MGL Ch 84 § 1
DPW Building Maintenance	Highway & Parks Division	Discretionary	Non-statutory
Emergency response	Highway & Parks Division	Essential	Non-statutory
General Assistance to Town Departments	Highway & Parks Division	Discretionary	Non-statutory
Storm water (NPDES M54 Permit)	Highway & Parks Division	Discretionary	Non-statutory
Street Sweeping	Highway & Parks Division		
BMP Inspection & Maintenance	Highway & Parks Division		
Curfall Inspection & Maintenance	Highway & Parks Division		
Wet Weather & Dry Weather Screening/Monitoring	Highway & Parks Division		
Public Education & Outreach	Highway & Parks Division		
Illicit Discharge Detection & Elimination	Highway & Parks Division		
Good House Keeping/Pollution Prevention	Highway & Parks Division		
Drainage system Maintenance	Highway & Parks Division		
Dig safe program	Highway & Parks Division		
PROPOSED FY 2016 COST OF SERVICE - \$624,270			
		Essential	Clean Water Act
		Essential	MGL Ch 82 § 40

Department Function Analysis

SERVICE PROVIDED	DEPARTMENT	Discretionary/Essential	JUSTIFICATION
Solid waste/Landfill Management	Administration	Essential	MADRP 310 CMR 15.00
Town Engineer/Technical Support Services	Administration	Discretionary	Non-statutory
General Departmental Management & Support	Administration	Discretionary	Non-statutory
Fuel System Management	Administration	Discretionary	Non-statutory
Accounts Receivable/Payable	Administration	Essential	Non-statutory
PROPOSED FY 2016 COST OF SERVICE - \$80,288			
Health & Human Services			
Election of Board	Board of Health	Essential	MGL Chapter 45A, Sections 2; Uxbridge Home Rule Charter
Adopt and enforce reasonable health regulations	Board of Health	Essential	MGL Chapter 111, Section 31
Maintenance of Records	Board of Health	Essential	Non-statutory
Require vaccination of inhabitants of the Town	Board of Health	Discretionary	MGL Chapter 111, Section 18E
Establish public sanitary stations	Board of Health	Discretionary	MGL Chapter 111, Section 33
Process of death certificates	Board of Health	Essential	MGL Chapter 46, Section 11
Contact utilities in case of illness to prevent shut-offs	Board of Health	Essential	MGL Chapter 164, Section 126A
Receive reports of cases of dangerous diseases; report accordingly	Board of Health	Essential	MGL Chapter 111, Section 111
Reports of cases of dangerous diseases to DPH	Board of Health	Essential	MGL Chapter 111, Section 112
Consult with DPH regarding disease prevention	Board of Health	Essential	MGL Chapter 111, Section 7
Isolation and quarantine of individuals & property relative to dangerous diseases	Board of Health	Discretionary	MGL Chapter 111, Sections 92-121A
Send DPH weekly reports of deaths due to dangerous diseases	Board of Health	Essential	MGL Chapter 111, Section 29
Receive notices of school children sent home due to dangerous disease	Board of Health	Essential	MGL Chapter 71, Section 55A
Report to DPH certain contagious diseases at dairy farms	Board of Health	Essential	CMR 310.100-110
Receive reports of any issues from the eyes of an infant less than 2 weeks old; take action to prevent blindness	Board of Health	Essential	MGL Chapter 111, Section 110
Receive reports of persons with cerebral palsy and submit an annual report of these cases to DPH	Board of Health	Essential	MGL Chapter 111, Section 111A
Provide anti-rabies vaccine and treatment	Board of Health	Essential	MGL Chapter 140, Section 145A
Disinfection of dwellings of persons who has suffered or died from a disease dangerous to the public health	Board of Health	Essential	MGL Chapter 111, Section 109
Inspect & condemn all unfit meat, fish, vegetables & produce	Board of Health	Essential	MGL Chapter 94, Section 146
Adopt & enforce regulations relative to the keeping and exposure of food for sale	Board of Health	Discretionary	MGL Chapter 94, Sections 2.145
Receive reports of food poisoning and send them to DPH	Board of Health	Essential	105 CMR 900.000
Receive notices from inspectors of the Division of Occupational Safety regarding violation of health laws or nuisances in industrial establishments, investigate these reports and enforce appropriate laws	Board of Health	Essential	MGL Chapter 149, §. 136
Enforce Chapter 11 of the State Sanitary Code: inspection of minimum standards, certifying violations, issuing orders, issuing court procedures	Board of Health	Essential	MGL Chapter 111, Section 127A/B
Enforce the State Lead Poisoning Prevention regulations	Board of Health	Essential	MGL Chapter 111, Section 198
Condemn a dwelling that is unfit for human habitation, order the occupants to vacate, order the owner to clean the dwelling or tear it down.	Board of Health	Discretionary	MGL Chapter 111, Section 127B
Review and approve or disapprove preliminary & definitive plans for subdivision of land	Board of Health	Essential	MGL Chapter 45, Sections 81S-81V
Inspect & certify lodging houses for water closets, urinals, ventilation & cleaning	Board of Health	Essential	MGL Chapter 140, Section 36
Enforce Title 5	Board of Health	Essential	310 CMR 15.00
Make rules for removal, transportation, and disposal of garbage	Board of Health	Essential	MGL Chapter 111, Section 31B
Issue permits for removal, transportation & disposal of garbage; keep transportation logs, enforce rules & regulations for transport	Board of Health	Essential	MGL Chapter 111, section 31A
Investigate, remove & regulate nuisances which may be injurious to health	Board of Health	Essential	MGL Chapter 111, Section 122
License noxious trades	Board of Health	Essential	MGL Chapter 111, Section 151
Assign location for slaughter houses or other noxious or offensive trade	Board of Health	Essential	MGL Chapter 111, Section 143
Issue permits for all food establishments	Board of Health	Essential	105 CMR 590.052
Enforce Chapter X of State Sanitary Code	Board of Health	Essential	105 CMR 590.000

Department Function Analysis

SERVICE PROVIDED	DEPARTMENT	Discretionary/Essential	JUSTIFICATION
Enforce Chapter V of State Sanitary Code: Minimum standards for beaches, including sampling Prohibit swimming in water that fails to meet standards for bathing	Board of Health	Essential	105 CMR 445.000
Nominate Animal Inspectors	Board of Health	Essential	105 CMR 445.10 (3)
Issue burial permits	Board of Health	Essential	MGL Chapter 229, Section 15 MGL Chapter 14, Section 45
License all funeral directors; report names & address of all licensed funeral directors to Board of Registration	Board of Health	Essential	MGL Chapter 114, Section 49
Receive complaints regarding willful failure or refusal to comply with the Indoor Clean Air Act in establishments that serve food	Board of Health	Essential	MGL Chapter 270, Section 22
Barn Inspector - inspection of all domestic animals (Cows, sheep, etc.) PROPOSED FY 2016 COST OF SERVICE - \$73,321	Board of Health	Essential	MGL Chapter 229, Section 19
Services to seniors			
Preparation of emergency subsidized housing applications	Council on Aging	Discretionary	MGL Chapter 40, Section 8B Unbridge bylaws Chapter 7
Preparation of applications for SSI and/or SSDI	Council on Aging	Discretionary	Non-statutory
Counseling for Medicaid and other support programs	Council on Aging	Discretionary	Non-statutory
Provides assistance during Medicare open enrollment	Council on Aging	Discretionary	Non-statutory
Enrollment for DTA/cash assistance programs	Council on Aging	Discretionary	Non-statutory
Enrollment Assistance in Fuel Assistance	Council on Aging	Discretionary	Non-statutory
Assist with tax preparation	Council on Aging	Discretionary	Non-statutory
Assistance with tax orientations	Council on Aging	Discretionary	Non-statutory
Runs VNA. Flu shot, blood pressure and podiatry clinics	Council on Aging	Discretionary	Non-statutory
Assistance with health proxy and hospice	Council on Aging	Discretionary	Non-statutory
Set up of VNA visits	Council on Aging	Discretionary	Non-statutory
Runs monthly Speaker's Bureau	Council on Aging	Discretionary	Non-statutory
Administration of Meals program	Council on Aging	Discretionary	Non-statutory
Provider daily medical transportation	Council on Aging	Discretionary	Non-statutory
Offer free programs	Council on Aging	Discretionary	Non-statutory
PROPOSED FY 2016 COST OF SERVICE - \$149,884			
Determination of veteran's eligibility	Veteran's Agent	Essential	108CMR 3.00
Processing pre-application for veterans' benefits	Veteran's Agent	Essential	108CMR 4.00
Eligible Dependents	Veteran's Agent	Essential	108CMR 4.00
Analyzing supporting documents for benefits application	Veteran's Agent	Essential	108CMR 4.00
Following general guidelines for benefits determination	Veteran's Agent	Essential	108CMR 4.00
Provision of emergency services to homeless veterans	Veteran's Agent	Essential	108CMR 7.00
Assisting with utilities arrangements for veterans	Veteran's Agent	Essential	108CMR 7.00
Emergency home repair	Veteran's Agent	Essential	108CMR 7.00
Investigations	Veteran's Agent	Essential	108CMR 8.00
Catastrophe	Veteran's Agent	Essential	108CMR 7.00
Moving and transportation assistance	Veteran's Agent	Essential	108CMR 7.00
Medical care eligibility	Veteran's Agent	Essential	108CMR 10.00
Determination of community resources, alternative sources for medical care and prescription drugs	Veteran's Agent	Essential	108CMR 10.00
Rehabilitation	Veteran's Agent	Essential	108CMR 10.00
Home Health Aid Services	Veteran's Agent	Essential	108CMR 10.00

Department Function Analysis

SERVICE PROVIDED	DEPARTMENT	Discretionary/Essential	JUSTIFICATION
Visiting Nurse Service	Veteran's Agent	Essential	108CMR 10.00
Nursing Home Care	Veteran's Agent	Essential	108CMR 10.00
Duties of Veterans' Service Officers	Veteran's Agent	Essential	108CMR 12.00
Reimbursement of Pilgrimage Purchased for Veterans' Graves PROPOSED FY 2016 COST OF SERVICE - \$235,013	Veteran's Agent	Essential	108CMR 12.00
Culture & Recreation			
Establishment of Public Library	Library	Discretionary	MGL Chapter 78 Section 7
Use of facilities by non-residents	Library	Essential	MGL Chapter 78 Section 8
Selection of Trustees	Library	Essential	MGL Chapter 78 Section 10 - 11
Production of annual report	Library	Essential	MGL Chapter 78 Section 12
Production of reports for state aid and MAR compliance/waiver PROPOSED FY 2016 COST OF SERVICE - \$542,425	Library	Essential	MGL Chapter 78 Section 19A/B

UNFUNDED OR UNDER-FUNDED MANDATES

Department	Mandate	Unfunded by	Description	State or Federal
General	Prevailing Wage	Unfunded	MGL Chapter 149 Sections 26 & 27: Requires set hourly rates on public construction projects, rather than allowing them to be set by market forces, resulting in artificially higher wage rates, increasing the cost of public construction	State
General	Unfunded pension mandates	Unfunded	COLA's give to municipal retirees are entirely funded locally	State
General	Ethics Reform Act	Unfunded	Requires online training for the state's conflict-of-interest law with appropriation of funds to absorb the administrative and overtime costs associated with administering the training	
General	Trench Excavation	Unfunded	520 CMR 14.00 - Local permitting authority must immediately shut down all work on any unfunded or noncompliant trench excavation on both public or private property without appropriation to absorb the costs incurred hereto	State
General	State Gas Tax	Unfunded	Municipalities are required to pay the state's gas tax on gasoline & diesel fuel. Municipalities are exempt from paying the federal gas tax. Current price .24 per gallon.	State
Police	Police Career Incentive	Unfunded	Allowed for education incentives between 10 & 25% for officers who continued their education, with the cost split between the Town and the Commonwealth. The Commonwealth defunded the program in 2010, leaving the Town with the entire burden of the annual payment	State
Police/Fire	Police/Fire Academies	Unfunded	Salaries born by municipalities	State
Veteran's Services	Full-time agent	Unfunded	Requires of all cities and towns with a population in excess of 12,000 hire a full-time veteran's agent	State
Sewer	NPDES Phase II	Unfunded	MA DEP requires the Town to hold a general permit, issued by the EPA, in order to discharge storm water runoff into U.S. waters. The Town has to file reports, acquire permits, attend meetings, hold hearings, and finance capital improvements to comply	Federal
Sewer	Clean water regulations	Unfunded	Permit requirements within the NPDES portion of the Clean Water Act is estimated to be responsible for approximately \$13,200,000 in costs for the new sewage treatment plant	Federal
School	Chapter 70	Underfunded	The largest legislated program funding public education, is both funded in its formulaic calculation as well as underfunded in its practice, which requires at least a minimal increase of \$50 per student	State
School	Checklist	Unfunded	A list of 106 reporting requirements required from superintendents each year	State
School	Evaluation requirements	Unfunded	New requirements that add 10 hours per week to principal's workloads and more for school committees and superintendents	State
School	Special Education	Underfunded	Districts must provide education to special education students from age three to twenty-two	State
School	Special Education Transportation	Unfunded	These costs are mandated but unfunded	State
School	General Transportation	Unfunded	Districts are required to provide transportation to all students K-8 who live two or more miles from the school; Regional schools receive 85% reimbursement of these costs	State

UNFUNDED OR UNDER-FUNDED MANDATES

Department	Mandate	Unfunded or Underfunded	Description	State or Federal
School	Administrative mandates	Unfunded	COOL background checks Creation of emergency evacuation plans Title I requirements for costs associated with delivery of services Child Prevention Intervention Integrated settings for regular and special education students Anti-bullying legislation, which requires development of policies and action plans School nurses must hold at least a bachelor's degree, although they only need an associates to work in a hospital Implementation of head injury and concussion regulations Implementation of school nutrition regulations and requirements Special training from DESE with time commitments required from educators that will have to be compensated	State
School	English Language Learners	Unfunded	Requires that schools accept any homeless child and pay for transportation for students to their home district	State
School	McKinney-Vento	Unfunded	Districts are required to provide physically disabled students with accommodations that will assist in their learning	Federal
School	504 services	Unfunded	District must monitor and document all home-schooled students even though there are no funding or reporting requirements to or from the state	Federal
School	Home Schooling	Unfunded	District must fund all costs associated with MCAS testing which is required annually in grades 3 through 10, including special tuition to underperforming students	State
School	MCAS Testing	Unfunded	Districts must revise and create new curriculum to conform to pending national standards, called the Common Core	State
School	Curriculum	Unfunded	Required DOE report that takes much time to prepare, which is then audited at a cost to the District	State/Federal
School	End-of-Year Report	Unfunded	School districts must allow students to attend out of district vocational programs when programs are not offered in the regional district in which the local district belongs. There is no reimbursement for vocational placement, though the enrollment is counted in the Foundation Budget of the sending district. The sending district must also transport these students to the school of their choice.	State
School	Vocational Education	Unfunded	Districts are to educate students placed by the state in foster care and state ward settings	State
School	Foster care & State wards	Unfunded	School districts are required to give a percentage of grants funded under NCLBA to all private schools whether or not district students attend those schools, based on school and district populations	Federal
School	Grant percentages to Private Schools	Unfunded	Asbestos inspections & reporting every 6 months Annual inspection of elevators & chair lifts Annual testing of fire suppression systems Inspection, collection, and record keeping of disposal of grease Source Refrigeration for building with boilers emitting more than 10 million BTUs into the atmosphere Establishment of a long term plan to improve handicap access installations to all school buildings Annual inspection of drinking water, backflow devices and associated equipment	State
School	Mandated Inspections	Unfunded	Triannual inspection of all underground storage tanks Annual monitoring and testing of all wells on school property Monthly inspection plan and annual reporting related to the use of pesticides	State
School			Annual inspections and certification for playgrounds on school property	

MANAGER'S GOALS

Adopted 5/27/14

1. Provide for the efficient, effective and economical operation of all governmental agencies and personnel under the control of the manager.
 - A. The functions of every department needs to be analyzed and listed as essential or discretionary together with the resources devoted to each. Discretionary functions must be justified as to the importance for the "common welfare" of residents .
 - B. Functions mandated by state law which are overly burdensome to the community should be brought to the attention of the Board of Selectmen and our state senator and representative.

2. Provide an operating budget that properly provides for the maintenance of all town facilities, departments and infrastructure within existing resources.
 - A. Including a realistic capital plan, justified yearly.
 - B. Identify areas of savings and potential budget busters.

3. Review permitting process for individuals and businesses to improve efficiency.